Management of Diversity, Challenges and Employment Performance in Multicultural Organizations: Case Studies at Cola-Cola Companies

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Abstract: Management of diversity is needed by a company to manage diverse labor forces maximizing employees' performance so that it can achieve organizational goals. Managing diversity means that companies must facilitate a diversity of labor with different backgrounds, ethnicity, extraction, religions, and genders. Because of the diversity, the companies must come up with the right strategy to manage their workforce to face every challenge in the future. The paper aims to describe how to manage diversity with challenges that can affect the performance of employees towards The Coca-Cola Company.
Keyword: Diversity Management, Challenges, Employment Performance, Multicultural Organization

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I. INTRODUCTION

Diversity and its effect on organizational conduct are now not new phenomena. There have been several variations within the difficult artwork pressure for social category such things as gender, extraction, ethnic, age and sophistication has emerged as a pinnacle situation for organizations in society and private region, because of the truth inside the international global company requires pretty lots of difficult artwork in understanding, capabilities, and abilities (Konrad, Prasad, and Pringle 2006; 2007 Zanoni and Janssens; Ortlieb and Sieben 2013). Various demanding conditions might be faced via multicultural organics, wherein they're searching for to capitalize on their capability to achieve the business enterprise's dreams. Companies that have this style of personnel are increasingly more complex at the equal time as they may be multinational, with the influx of consumers or remote places consumers to be a number of the influx of distant places employees, which ultimately turns into a capability for superior variety in businesses, in each a terrific and a terrible experience. The venture maximum felt for agencies is the problem of the way to manipulate that variety. This detail is normal with what has ended up added with the useful beneficial useful resource of the manner of Benschop (2011). He argued that control of variety is considered one of the important stressful situations for HRM in present day-day-day organizations. In human assets, companies are probably subjected to growing strain within the fashion of human belongings. That is, range calls for interest, facts, and manipulate so that organizations are well benefited, which in turn is anticipated to exercising an enormous have an effect straight away to gain the organization's dreams (Handayani et al., 2017).

With the presence of this range affords traumatic conditions that if now not properly managed will create troubles for even companies, in all likelihood even influencing the overall normal overall performance of personnel this is an immoderate element in the carrying out of each agency and businesses' dreams. In this backlog, the writer wants to observe one's mind: multicultural corporations and cultural range. Researchers would love to offer a manner to the following statement: (1) How can a supervisor effectively manipulate personnel with several backgrounds? (2) What're the implications of cultural range or multiculturalism for businesses? Does it affect employee famous not unusual regular standard overall performance? (3) How does a supervisor reply to the mission superior through an increasingly divergent way of lifestyles?

II. THEORETICAL REVIEW

Miller and Katz (2002) keep that variety is a collection of social identification corporations belonging to an agency. This range is surely a fantastic possibility even as it is successfully managed. But variety also can be disastrous concerning member struggle. Robbins (2013) stated that if variety isn't always properly controlled, struggle, thewarfare of phrases and lots less productiveness is what breaks down. Moreover, the incapacity of control to govern range in an organization will purpose range to be a downside to organizational development (Allison 1999). It is a reaction to the continued multiculturalism willpower, anger, and disillusionment of ladies

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and minorities, and the systematic, institutional resistance in organizations in opposition to variations. Managing the range is inseparable from managing the way of life. A powerful possible variety will generate overall aid from contributors to the agency and that is part of the range elegance as a part of the employer's culture. Therefore, it's far important for leaders of businesses to have the potential to control variety successfully. Effective spiritual control will ultimately create a strong organizational tradition. Furthermore, through a subculture, this robust employer is expected to have competitive organizational powers.

The exercising of management of range will check with formal practices superior and finished through groups to manipulate variety effectively (Yang and Konrad 2011). Various techniques of exchange have been evolved for the desired variety (Jewson and Mason1986) and gender specifically (Ely and Meyerson 2000b; Benschop and Verloo 2011). Altogether, transformative strategies aimed closer to changing approaches of jogging Shared, prepared, and value could be the most effective in competition to inequality. There are a few precise transformative techniques. First, a publish-equity method focused on developing businesses of effectiveness with the aid of interfering with strategies that create gender inequality (Ely and Meyerson 2000b). The 2nd instance is gender variety which dreams to make sure that organizational guidelines have an identical effect on all personnel and do away with inequality in organizational physical games (Benschop and Verloo 2006).

III. METHODS OF RESEARCH

The methodology of this study is phenomenology, in which researchers try to decipher or express the experience that is based on what happens to some individuals. This research has the aim of describing the implementation of diversity management to overcome future challenges which can affect the performance of employees because the objective of the research is to describe or explain the implementation of diversity management to overcome future challenges which can affect employee performance.

IV. RESULTS AND DISCUSSIONS
Strategies to Manage Diversity in Organizations

Business globalization makes managing cultural diversity fit into the agenda of business leaders. Literature also clearly shows the power and potential of the organization if its diversity is preserved. The key to utilizes the excellence of a multiculturalism organization and avoid the challenge of money is to create an organizational environment in which all the workforce of a diverse background requires leaders to be able to maintain the balance between fulfilling the organization's goals and maintaining the individual employee culture. But because the purpose of diversity is not only to identify people of different backgrounds but to treat employees as individuals who will respect each other across different groups within an organization that has diversity. The Coca-Cola Company recently ranked 50 as the best company for diversity, and in the top 10, it ranked top commitment to gender equality.Moye Jay wrote on the official website of the Coca-Cola Company about How Coca-Cola is creating a Culture of Diversity and Inclusion: A Q&A with Lori George Billingsley. In the article, Lori George Billingsley said that"Diversity is about things you can see. Inclusion is about feeling, once you've been invited in, that your part of what you've been invited into. That your voice is heard and valued and that you're truly seen as part of the team."

The Coca-Cola Company (2019) has addressed 4 strategies in dealing with its diversity in the following ways:
1. Create an inclusive environment by engaging diverse talent and influencing recruitment, development, advancement, and retention
2. Articulate our diversity and Inclusion progress through proactive communications
3. Regulate manage workplace equality, fairness, and compliance
4. Evaluate create and update a systematic set of tools and resources

The Impact of Diversity and Multiculturalism on Employee Performance.

A multicultural company has a wide range of organizational cultures, which can affect employee performance for better or even worse. The effects are complex and powerful. To identify and measure this effect, organizational cultural checks will be necessary. Organizational culture includes individual values, beliefs, principles, practices, and behaviors. But since each individual comes from different backgrounds, it affects the attitude as well as the performance in which he works (Cox, Lobel, and McLeod, 1991). As a global commercial enterprise for the Coca-Cola business enterprise was capable of understanding, embrace, and operate in a multicultural international both within the market and in the workplace. Which is critical for the long-term sustainability of companies and, in particular, to influence the capability of companies by 2020. With 4 strategies of diversity applied by Coca-Cola, the organization's environment was more positive, and the employees' performance improved.

The number of employees around the company continues to work diligently to help the company progress and can foster diversity management and build practices based on diversity, inclusion, and justice. The

Coca-Cola Company also made feedback through formal and informal surveys through employees' participation with diversity education programs and resolutions resource programs, where employees could both work and solve problems they face in our company. And based on that, of course, the Coca-Cola Company was, in fact, deeply concerned about its employees' happiness and comfort, despite its diversity. As a result, employees are encouraged and motivated to work. Not only that but also employees feel valued because they are involved in the processes for the company's progress. Employees are also given adequate facilities to help resolve the problem.

Multicultural Organizational Challenge

Managing diverse or multicultural organizations is a vast and complex problem. Where leaders will face very difficult challenges in building multicultural organizations were not everyone in the organization appreciates being able to appreciate diversity. At least employers would feel comfortable with people like them and would argue that diversity can disrupt that level of comfort. However, if leaders and managers create a mutually respectful working environment, and give an understanding of the diversity of these companies can flourish well. The Coca-Cola Company was able to tackle the challenge and thought diversity was at the heart of their business. The Coca-Cola Company went to great pains to create a cooperative environment that gave all our coworker's equal access to information, development, and opportunity without differentiating. By building a positive workplace environment, companies seek to exploit a multiple-rich team of global partners, talents, and ideas to help organizations and even companies achieve goals. The Coca-Cola Company sees more diversity than policy and practice but it becomes an integral part of the corporate identity and how the companies operate and how the companies will look to the future. The important thing is to continually update and maintain a working environment so that there are no more problems with diversity.

V. CONCLUSION

And this research suggests that managing diversity is very important to companies. The Coca-Cola Company has proven that diversity if properly managed, will create an environment where all members can contribute to their maximum, and the value of diversity can be fully realized through strategies that the Coca-Cola Company has implemented. Even any challenge will be spared if the company continues to renew and monitor its employees and the rules enacted.

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